Project Managers' Advisory Group

MINUTES
December 19, 2011

Attending: **(* = by phone)**

Bob Giannuzzi	EPMO
Jesus Lopez*	EPMO
Valerie Maat*	EPMO
Charles Richards	EPMO
Alisa Cutler*	EPMO
Janet Stewart*	ITS
Todd Russ*	ITS
John O'Shaughnessy*	ITS
Vicky Kumar*	OSC
Ellen Zimmerman*	DHHS DPH
Karen Guy*	DHHS DIRM
Gary Lapio*	DHHS DIRM
Lawrence Sanders*	Dept. of Commerce/DES
Lloyd Slominsky*	Dept. of Corrections
Colleen McCarthy*	SOS
Chris Cline*	NCCCS
David Johnson*	DENR

Bob Giannuzzi welcomed everyone to the meeting.

Jesus Lopez reported he had not heard of any new PMPs. He also reported on status of the next cycle of PMP Exam Prep classes to be held in the spring. Preparation includes review of material/texts that cover the modified exam, refreshing the slides, and recruiting instructors. Anyone interested in taking the class should email Jesus and ask to be added to the waiting list.

Bob solicited and received approval of the November minutes.

Bob next reviewed the process for getting TASD approval at Gates 2 and 3. Prior to the gate when a reasonable draft is available, it should be uploaded to Doc Mgt. in PPM and Doug Banich should be asked to start the review process. All revisions should be passed through PPM in order to maintain version control. PMs should not use the Remedy ticket system in this process. Any questions on the process should be brought to the PMA for clarification.

Bob shared the following PDU opportunities available through PMI. As expected, there are no more NCPMI meetings scheduled until after the holidays. Bob again reminded the group that the various PMI Communities of Practice (PMI members must subscribe) offer several live and recorded free webinars.

Venue	Speaker	Date/Topic
General Membership	Mark Layton	Jan 18 (6:00) TBD
Public Sector LIG		No more meetings scheduled this year
PMO Committee	Patty Seymour and Bill Blevins	Jan 5 (5:30) The Life of a PMO / Part I - Start-up
Leadership Committee		No more meetings scheduled this year
Information Systems Committee		No more meetings scheduled this year
Project Risk Mgt CoP free webinars	Gregg Hughes Joe Lukas	Dec 19 (recorded) Integration of Earned Value and Risk Management Dec 2 (recorded) Best Practices for a Project Manager during Project Risk Assessments
Government CoP free webinars	Saadi Adra James Franklin	Nov. 29 (recorded) Project Governance Policies Enhance PMO's Existence Nov. 23 (recorded) Mind Map Your Project
Leadership in PM CoP free webinars	Karl Albrecht and David Davis Mark Gray	Jan 5 (noon) Managing Minds - Whole Brain Leadership Dec 16 (recorded) To Grow Oak Trees You Need Nuts
I.S. CoP free webinar	Rory Vaden	Dec 7 (recorded) Take the Stairs

The progress of the EPMO work groups was discussed next.

- **SDLC** to address integration of alternate SDLCs (e.g., Agile) into the current process/workflow. Per Beau Garcia, the group has identified a pilot project for the proposed Agile workflow and will e working with Charles Richards to construct it.

- **Agency Procurement** to develop a common (within agency) procurement process. Lucy Cornelius had reported to Bob that the work group is continuing its work to draft a process for bid evaluation and rating.
- **Business Case** to develop guidelines and provide training on justifying projects based on cost/benefits analysis. Bob reported that the cost/benefits template and the training presentation will be reviewed with Kathy Bromead after the holidays.

Alisa Cutler reported on Methodology Task Group activity. The group has drafted a requirements gathering document, which will be revised based on the limited feedback from the group and then recirculated for final review.

Gaye Mays will present the results of this year's EPMO customer survey at the January meeting.

Charles Richards reported that the next quarterly updates are slated for posting on the EPMO website on January 6.

Bob again encouraged the group to volunteer to share best practices and lessons learned at this forum. He asked the group to consider what they would like discussed at this meeting in the coming year. John O'Shaughnessy recommended that we should review past minutes to see what might be worth revisiting. Bob will look into that.

John asked for the EPMOs opinion/interpretation of reference to a statewide PMO in the recent appropriations bill. Alisa advised that the SCIO staff is preparing a consolidation report/recommendation requested by the legislature. After the report is submitted, Bob will try to get a summary presented at a PMAG meeting.

Lessons learned from recently closed projects are highlighted below.

Meeting adjourned at 3:53 PM.

NEXT MEETING

Monday, January 23, 2012 at 3:30 (**4th Monday**)
333 Six Forks Road Conference Room 5 or (919) 981-5581

https://its.ncgovconnect.com/r96139571/

APPENDIX

Lessons Learned Documentation

Exhibit A

ITS – DENR Green Square Server Consolidation

Initiation Phase:

Topic	Lessons Learned
1. Business Case / Project Charter	Part of this effort includes a Current State Assessment. The documentation for part of that assessment was incomplete, particularly in the details of the server environment for server identification and associated applications and their functions. It is imperative that the application assessment be as detailed at the server inventory and that the latter be complete for all information requirements.
2. Level 1 Budget	Budget estimate did not adequately account for the costs of the DENR efforts. An additional budget estimate was created to include external costs to the project.
3. Benefits	Benefits estimate did not include a quantitative component. The qualitative benefits were articulated but no dollar figures included. PM generated a quantitative benefits assessment based on a model used in prior consolidation efforts (founded on number of servers reduced and associated operational savings).
4. Procurement Plan (procurement strategy….build vs. buy)	Initially no plan was developed, although the strategy for a consolidation project is set at a part of the overall model.

Planning & Design Phase:

Topic	Lessons Learned
1. Updated Budget	Ensure that a full costing is reflected in the budget for the efforts of the consolidated agency.
2. Updated Benefits	Account for qualitative and quantitative benefits and adjust the benefits start date as necessary if the project changes enough to require an adjustment.
3. Updated Procurement Plan	
4. Project Approval Process	Plan for an extended period to accomplish this, generally two weeks in required. This needs to be addressed as it impacts project continuity, momentum and moral.
5. Managing Customer Expectations	The magnitude of the effort is often not understood on the part of the supported agency. It takes a significant effort to both manage and implement a consolidation effort within the customer agency. As consolidation transitions into larger agencies, a need exists for committed personnel. Identification of a consolidation team dedicated to the effort may be a future requirement. What is clear is that customer IT personnel cannot conduct normal business with consolidation being an “as available” requirement. The scope and complexity of the effort at both the management and the analyst level is too demanding.
6. Issue Management	Ensure issues are addressed at all pertinent levels with the customer organization. Just working issues with the senior executives does not necessarily translate into awareness and execution down through the customer organization.

7. Monthly Status Reporting	Monthly status reporting had not been maintained in the early phase of the project. This required the updating of the planning for the effort and adjusting the PPM tool to reflect the updated efforts and accomplishments to date. A multi-month status report was submitted that brought the reporting to a current level and was maintained after this point.
8. Staffing Plan	Ensure that all customer and ITS elements are accounted for in the staffing plan and associated budget.
9. Project Schedule / Milestones / Project Planning	1. Several extensions to project phases were required. While the overall project target, moving into a new facility, was delayed several times, what is clear is that large agencies required more effort and, thus, more time in each phase. Ensure enough time is allotted in E&B and Implementation as these are where the customer agency must participate significantly. 2. To facilitate accuracy in planning, ensure the customer's staff is involved in and required to provide dates for key milestones for all phases. This will enhance the accuracy of planning, provide for an internal/customer project plan that is agreed to up front, and account for the scope of the effort in determining planning target dates.
10. System Design Document	Large consolidation efforts must adapt to a significant variety of technical requirements, geographically dispersed locations, and often the integration of customer owned facilities. This results in a future state design that puts a wide scope of requirements on ITS. In some cases it creates a demand for new services not a part of the service catalog. It is imperative that this plan be vetted among the ITS staffs responsible for executing the consolidation effort. Several months were lost in the planning phase due to push back from ITS staff elements. This can be precluded by bringing them in early and using a deliberate approval process to get "buy in" from all concerned including the management involved.
11. Requirements Mapping	For large agencies with demanding and extended project timelines, ensure that requirements planning includes both the current accounting for technical resolutions to requirements, along with a mapping to new, emerging, or potentially constraint producing changes in the ITS environment. Changes to technology, services or policy that can be anticipated will preclude design and technology changes at the 11th hour.
12. Other	Communications Planning: like the project plan, the customer agency must participate in the development of the communications planning. This ensures that a customer agency communications plan is developed, agreed upon and is integrated into the overall plan.

Execution & Build Phase:

Topic	Lessons Learned
1. Issue Management	Consolidation management identified issues that cross management levels within the customer organization. Having issue resolution sessions with only the top customer management does not ensure that issues are addressed at the level needed within the organization. Ensure the customer organization has internal processes to action the items needed to address issues.
2. Project Schedule / Milestones / Project Planning	See Planning
3. Resource Management (internal & external resources)	Plan for significant adjustments to the initial server configurations as the users actually get their hands on the servers that will support their function.
4. Project Communication	With the Consolidation team working at multiple levels the communications is going directly into the customer organization at different points. When the customer has meetings internally the messages can get diffused or garbled. Have mechanisms for monitoring or attending enough internal sessions to validate all communications.
5. SLA Development (service level agreement)	The SLA may have sufficient, valid processes and procedures. However, large consolidations can develop the need for new services. ITS must be agile enough to adapt to the need for new services and rates – recommend an infrastructure team be established to update the current services needed to support consolidation and be retained to develop processes for rapidly integrating a new service into the ITS

	offerings. This effort lost six months attempting to get the realization across that a new service was a requirement.
6. Hosting Provider (setting up environments)	Consolidation pays ITS/HST for support, as does the customer, for "provisioning support" on each 3002. This can cause multiple over payments for the same project. HST needs to come up with a large agency support cost that is charged one-time, no matter how many 3002's are needed to meet the phases of a large effort.

Implementation Phase:

Topic	Lessons Learned
1. Project Schedule / Milestones / Project Planning	Detailed business requirements planning should be addressed down to the division level, at least, in a large consolidation effort. During the final stages of this project, division level requirements that were not in scope "surprised" the implementation team. These new requirements impacted either the server design plan or the scope of the infrastructure required. While these requirements were dealt with primarily as separate efforts, they should be included in the project from the planning stage to ensure the full scope of the effort is understood and addressed.
2. Production Readiness (software / hardware, process, personnel)	Large consolidations often spread the phases out into longer periods as the customer does not have the time to commit to a full effort on a continuous basis. This translates into a staggered model for bringing the new infrastructure into production. The notification and awareness of the "production" status is different for the host (ITS) than it is for the customer. ITS puts a server into "production" when it is built and turned over to customer for loading of the application. ITS currently has no mechanism for advancing the status of a server into actual operations in support of the customer. The ITS service desk has no mechanism for being informed of new servers coming on-line. And the primary support element (Platform services) has no means of knowing (beyond the HST "turnover" process) that a server is not the "primary production server" for the customer. Though ITS SLA's become effective at the conclusion of the build, that is not always the case (i.e. servers get turned off, or adjustment made). Some formal process needs to be instituted to inform all ITS service support elements of a new "production" server and the formal kick off of the SLA process for customer and ITS. For this effort, we provided the service desk with inventory of servers and Platform Service with a message indicating when a server was transitioning into production.

Exhibit B

DPI - NC LTI – North Carolina Learning Technology Initiative Project & NC 1 to 1

Initiation Phase:

Topic	Lessons Learned
5. Business Case / Project Charter	The business case and Project Charter did not clearly defined customer and vendor expectations. Vendor indicated o No real ownership at DPI. o No well-defined budget. o From the beginning, EPMO did not understand the project scope. o Support for pilots was not well defined
6. Level 1 Budget	• Budget estimates were for the cost associated with the vendor contract for services and not deliverables based. The 3rd PM entering the project did not have a detailed cost breakdown for each deliverable. The vendor had a fixed cost for the duration of the project. The vendor billed DPI monthly and provided no details on the invoices for what we were paying for.

7. Benefits	• The Golden Leaf Foundation and SAS invested over $8M in the project which provided positioning for Race to the Top.
8. Procurement Plan (procurement strategy….build vs. buy)	• The procurement contract was in place before the Project Management Office had the opportunity to evaluate the project scope and plan the project. The assumption was that the vendor was managing the project and the PMO provided PPM Tool support.
9. Project Approval Process	• State EPMO/ITS did not understand the project and imposed requirements related to budget that created confusion further down the line. They were also slow in decision-making on a complex, high-risk, very short timeline project that was highly visible at senior levels of NC government. This hurt the project team by creating extra work after decisions were finally made.

10. Managing Sponsor Expectations	• There was a limited understanding of the project aims at its inception. The sponsor expected vendor to manage deliverables; however, the vendor expected DPI Project Management Office to manage the project deliverables.
	• Limited communications between project sponsor, DPI PMO and the vendor. (Friday Institute).
	  ○ Communication with the Friday Institute was very limited and only occurred for monthly status reporting.
	  ○ Communications with project sponsor only occurred for monthly status reporting and financial reporting.
	  ○ Project Sponsor signed all invoices and then provided a copy to PM.

11. Managing Customer Expectations	• There was limited understanding of the project aims at its inception. Sponsor expected vendor to manage deliverables; however the vendor expected DPI Project Management Office to manage the project deliverables. The vendor wanted more involvement from DPI Project Sponsor as well as PM however the PM direction was to provide only status reporting and financial reporting for the PPM Tool.
12. Other	• Transitioned to three different Project Managers within the PMO due to resourced availability. • No clear understanding on the Project Management expectations from inception from the Business Sponsor, PMO, or vendor. This initiative was an agency business project and not an agency technology project. The vendor expected DPI PMO to lead the project however DPI expected the vendor to manage the project. The PM role only performed monthly status and financial reporting required by the PMO.

Planning & Design Phase:

Topic	Lessons Learned
1. Updated Budget	• The project was initiated and funded outside of the department with no input or participation from the department. • There were no real budgets. • The third PM did not fully understand the funding/project budget.
2. Managing Customer Expectations	• SAS, the GLF, and DPI are stakeholders (investors) – each with distinct expectations related to project outcomes. • The Friday Institute works for each of the stakeholders in support of all pilots.
3. Risk Management	• DPI PM was not part of the vendor meetings, therefore risk was not managed by the PM.
4. Issue Management	• DPI PM was not part of the vendor meetings; therefore for project issues identified were managed by the vendor or sponsor.
5. Monthly Status Reporting	• This project only required weekly status reporting to the PMO and monthly status reporting to the EPMO. • Lack of communication between Project Sponsor, vendor and PM caused delays in monthly status reporting. • Delays in project status reporting occurred due to transfer of knowledge to PM and PM availability.
6. Project Schedule / Milestones	• No expected outcomes in most vendor meetings.

/ Project Planning	• Topics of discussion were overly broad.

7. Other	• Communication - There was no single point of communications.
	  • Industry partners communicated with OSBM, Fiscal Research, and the General Assembly.
	  • Limited department communications with same.

Execution & Build Phase:

Topic	Lessons Learned
1. Change Management / Change Request	Changes were made to DPI budget that were not reflected in the Project Budget

Implementation Phase:

Topic	Lessons Learned
1. Resource Management (internal & external resources)	• There was no business operations link. • The project required a full time DPI Business Project Manager and a full time instructional technology support consultant. The project received 10% of an FTE at best. • The initial business resource assigned did not possess the required skills and experience.
2. Vendor Management / Vendor Performance / Vendor Deliverables	• Acceptance criteria were vague. At the end of the project the vendor provided the four deliverables, however there were no agreed upon acceptance criteria established early on in the project.
3. Project Deliverables (refer to the list of deliverables in the PPM Tool that the PM said would be delivered)	• There was not consistent understanding of the documentation that would be required, when it would be required, who would be the customer of the documentation, or who would deliver the documentation
4. Project Cost vs. Budget Cost	• There were at least three different procedures related to budgeting – those of DPI, those of the GLF, and those of the private sector. The Friday Institute worked under contract to each using different contract types and procedures based on the appropriate contracts and grants rules and regulations. • There was not sufficient supporting documentation to back up the actuals posted for the project. It took very significant effort to obtain actuals data.
5. Change Management / Change Request	• Changes were made to DPI budget that were not reflected in the Project Budget and the Staffing Plan. It took very significant effort to determine a reasonable project budget.

General Comments:

Topic	Lessons Learned
1. Business	Vendor indicated that there was reasonable business cooperation despite the absence of any significant project management from DPI.
2. Management	It is the Business Sponsor opinion that the NC LTI and NC 1 to 1 initiatives should have not have been classified and IT projects and should not have required EPMO oversight. These were a business analysis and planning for future business programs within the agency. No NC $ were spent by DPI on technology; funds were allotted to districts.

Exhibit C

DPI - Child Nutrition System Server and OS Upgrade

Planning & Design Phase:

Topic	Lessons Learned
1. Other	The project was one of the first projects going through the agencies new 3002 process. The new process needs to be streamlined. It takes way too much time.

Execution & Build Phase:

Topic	Lessons Learned
1. Development / Build	Set up and debug of the reverse proxy server took many months. Originally the agency wanted ITS to provide the service but they refused, and then the vendor tried but were also unable to make it work. DPI's process for prioritizing work assignment was not clear. Operational issues continued to get in the way of this piece of the project. Finally DPI staff was given priority for this work and it was completed. Crystal reports purchased by DPI had to be configured for 64bit system. New development for Colyar. Developers at Colyar should have been consulted before purchase.
2. Hosting Provider (setting up environments)	Connectivity issues, expiration of logins, SSL VPN groups & transition; no single point for contact for technical issues at DPI for the vendor to consult with. ITS BRM role was not utilized.

Implementation Phase:

Topic	Lessons Learned
1. Resource Management (internal & external resources)	Go Live weekend in October was almost scrapped due to availability of resources at DPI and Colyar. Final bit of teamwork allowed implementation to move forward as scheduled in October 2011. Thank you!
2. Vendor Management / Vendor Performance / Vendor Deliverables	Final refresh of reports omitted a few files (Crystal 8 to Crystal 11). Fixed within 24 hours.
3. Change Management / Change Request	Eleven CRs were processed for schedule delay. Small business windows for implementation due to claims process between schools, LEAs, DPI, OSC. Accounts payable had to be complete while the next claim cycle had not yet started.
4. Hosting Provider	Firewall issue ITS ports were changed hours after release. Doug McKinney addressed this with ITS.
5. Other	After "go live" 5 clients had to reinstall DOL…older browsers would not allow install. Jeff had to change browser settings to allow install. Be aware of this trouble for future upgrades.

Exhibit D

DOJ - NC SBI Crime Laboratory Latent Evidence Image Processing System (LEIPS) Replacement

The planning & design (at least the legal review) was longer than expected. The project closeout report comment about this project not being a normal IT procurement but instead being a lab equipment with tie-ins to IT seemed to get lost in the need to "check every block." It would seem that the rigidity of the procurement process allows no flexibility to expand or reduce based on the actual requirements of the project.